

## **PART II - APPENDICES**



## **APPENDIX A – COMPLAINTS**

**A-1 Complaint Form (revised and approved 4/07)**

**A-2 Complaint Log**

**A-3 Acknowledgement Letter (sent to all complainants)**

**A-4 Letter for Complaints Outside Jury Jurisdiction**

**A-5 Inmate Authorization for Release of Information**

## A-1. COMPLAINT FORM



(FOR GRAND JURY USE ONLY)

Complaint ID: \_\_\_\_\_

Received By: \_\_\_\_\_

Date: \_\_\_\_\_

# GRAND JURY CITIZEN COMPLAINT FORM

TO: GRAND JURY  
P.O. Box 4910  
SAN LUIS OBISPO, CA 93403

**IMPORTANT:** The Citizen Complaint Form should be prepared and filed with the Grand Jury only after all attempts to resolve the issue have been exhausted. The Grand Jury has no authority to investigate complaints pending before a court of law. The Grand Jury does not necessarily investigate all complaints received.

From:

Name \_\_\_\_\_

Mailing Address	City	State	Zip
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Day Phone ( ) Evening Phone ( )

Email \_\_\_\_\_

**This complaint is against:**

Name, Title, Agency

Mailing Address	City	State	Zip
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Phone ( )

**Complaint:** Be specific; include names and dates. Describe the basis of your complaint in your own words. All information is confidential. You may continue on the next page and attachment other relevant materials.

[illegible]

Please complete information on the next page

Complaint (continued):

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Please list the agencies, officials, or persons contacted previously to attempt to resolve this complaint, including the names, titles, phone numbers, contact dates, and resulting action or disposition.

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How would you like to see this matter resolved?

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**DECLARATION:**

THE INFORMATION PRESENTED IN THIS COMPLAINT FORM IS TRUE, CORRECT AND COMPLETE TO THE BEST OF MY KNOWLEDGE.

DATE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

## A-2. COMPLAINT LOG

Complaint#	Complainant /Received	Short Title	Action	Status

## A-3. ACKNOWLEDGEMENT LETTER



### **SAN LUIS OBISPO COUNTY GRAND JURY**

P.O. Box 4910  
San Luis Obispo, California 93403

(date of transmittal)

(complainant's name)

(street address)

(city, state & ZIP)

Dear (complainant's name):

The Grand Jury received your letter on (date complaint received) and would like to thank you for your interest in San Luis Obispo County. The Grand Jury will review the information that you have provided, verify that this matter is within its jurisdiction, and determine whether a full investigation is warranted. Any allegations of criminal wrongdoing may be forwarded to the County District Attorney's Office for possible investigation and prosecution.

Due to its strict confidentiality requirements, you might not receive any further communication from the Grand Jury. By law, the Grand Jury cannot communicate the results of investigations to you personally but the final reports of all Grand Jury investigations are available to the public when published (generally prior to the conclusion of the Grand Jury's term in June).

Sincerely,

(Foreperson's name), Foreperson  
(fiscal year) San Luis Obispo County Grand Jury

MS:sm/(case or complaint #)

## **A-4. LETTER FOR COMPLAINTS OUTSIDE JURY'S JURISDICTION**



### **SAN LUIS OBISPO COUNTY GRAND JURY**

P.O. Box 4910  
San Luis Obispo, California 93403

(date of transmittal)

(complainant's name)

(street address)

(city, state & ZIP)

(complainant's name)

The San Luis Obispo County Grand Jury has reviewed your complaint received on (date complaint received). The Grand Jury finds that your complaint falls outside the limits of its jurisdiction and therefore cannot take further action on your request.

Please note that the Jury has no authority to investigate federal agencies, state agencies (other than prisons within the County), private companies or the courts. In addition, the Grand Jury's scope is limited to investigations of the methods, systems and procedures of those agencies within its purview.

Your complaint, as well as any information you may have supplied, will be kept on file, and your identity will remain confidential.

Sincerely,

(Foreperson's name), Foreperson  
(fiscal year) San Luis Obispo County Grand Jury

MS:sm/64



## **A-5. INMATE AUTHORIZATION FOR RELEASE OF INFORMATION**



**SAN LUIS OBISPO COUNTY  
GRAND JURY**  
P.O. Box 4910  
San Luis Obispo, California 93403

Date: (date of transmittal)

### **RE: AUTHORIZATION FOR RELEASE OF INFORMATION**

Dear (complainant's name),

The Grand Jury is in receipt of your complaint dated (date of complaint). If the Grand Jury decides to investigate your complaint, it may be necessary to divulge to correctional authorities your name and other information you provided in order to conduct our inquiry. If you agree to the release of this information, please indicate by signing and dating the waiver below and returning this form to:

San Luis Obispo County Grand Jury  
P.O. Box 4910  
San Luis Obispo, CA 93403

Sincerely,

(Foreperson's name), Foreperson  
(fiscal year) San Luis Obispo County Grand Jury  
805-781-5188

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I understand that complaints to the Grand Jury are confidential. I hereby agree to waive my confidentiality rights, if necessary, to enable the Grand Jury to fully investigate my complaint.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## **APPENDIX B – INVESTIGATIONS**

**B-1 Examples of Investigative Methods**

**B-2 Action Plan**

**B-3 Checklist/Phone Log**

**B-4 Admonishment**

**B-5 Admonishment and Oath**

**B-6 Interview Guidelines**

**B-7 Conference Calls**

**B-8 Prison Tour Instructions**

**B-9 Department of Social Services Protocol (Standing Order)**

## **B-1. EXAMPLES OF INVESTIGATIVE METHODS**

1. Review available literature:
  - Books, research articles
  - Newspaper articles
  - Brochures
  - Organization charts
  - Training/procedures manuals
2. Review applicable legislation, published policies & procedures, ordinances, codes
3. Review budgets/performance measures/annual reports
4. Review relevant statistical data
5. Visit law library
6. Hire outside auditor to conduct management audit
7. Attend meetings relevant to investigation
8. Review transcripts of meetings
9. Review previous Grand Jury reports
10. Conduct roundtable discussions with relevant groups
11. Make site visits
12. View descriptive film or video; visit websites, Google relevant topics
13. Consult with County Counsel/District Attorney
14. Interview complainant
15. Interview parties representing all perspectives on the issue

## B-2. ACTION PLAN & TRACKING

### INVESTIGATION ACTION PLAN & TRACKING

**Title:**

**Committee:**  **TEAM:**  **Date:**

**Source:** ☐ Internal ☐ Complaint # \_\_\_\_\_

**Goal/ Purpose:**

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**Procedures:**

**Interviews –**

Name/Title/Organization	Desired Information	Target Date

**Other Information Sources (documents, tours, etc.) –**

Information Source	Desired Information	Target Date

**Investigation and Report Calendar**

**Target date**

**Actual Date**

Team Organized, this ACTION PLAN completed	_____	_____
Initial documents listed & secured	_____	_____
Initial interviews scheduled & completed	_____	_____
Additional documents secured	_____	_____
Additional interviews scheduled/completed	_____	_____
Subcommittee recommends report or not	_____	_____
Report drafted with committee input	_____	_____

Review and input from Independent Reader	_____	_____
Review by Foreperson	_____	_____
Syntax committee revision	_____	_____
Review and approval by full committee	_____	_____
Review and vote by Full-Grand Jury	_____	_____

## B-3. CHECKLIST/PHONE LOG

*Italics = pending*

### Checklist for Grand Jury Presenters/Interviewees and/or Requests for Documents

*Suggested use of this chart is to track tasks associated with interviews or requests for documents.*

Phone Log would note the date called and responses.

Interview would note if a subpoena was needed, requested and served.

Documents would note what interviewee was asked to bring or provide.

Instructions would define conditions of the interview, such as appearing alone or with staff, length, and if to be admonished.

Name:	Phone Log:	Interview:	Documents:	Instructions:	Thank you Ltr?

## B-4. ADMONISHMENT



### SAN LUIS OBISPO COUNTY GRAND JURY

P.O. Box 4910  
San Luis Obispo, California 93403

### Admonishment

Interviewee: \_\_\_\_\_ Date: \_\_\_\_\_

You are admonished not to reveal to any person, except as directed by the court, which questions were asked or what responses were given or any other matters concerning the nature or subject of the Grand Jury's investigation which you learned during your appearance before the Grand Jury, unless and until such time as the transcript (if any), or a final report, of this Grand Jury proceeding is made public or until authorized by this Grand Jury or the court to disclose such matters. A violation of this admonition is punishable as contempt of court.

We confirm that this admonishment was read to the witness listed above.  
The witness was also provided with a copy for his/her own records.

\_\_\_\_\_  
Witness Juror

\_\_\_\_\_  
Witness Juror



## B-5. ADMONISHMENT AND OATH



### SAN LUIS OBISPO COUNTY GRAND JURY

P.O. Box 4910  
San Luis Obispo, California 93403

### Admonishment and Oath

You are admonished not to reveal to any person, except as directed by the court, which questions were asked or what responses were given or any other matters concerning the nature or subject of the Grand Jury's investigation which you learned during your appearance before the Grand Jury, unless and until such time as the transcript (if any), or a final report, of this Grand Jury proceeding is made public or until authorized by this Grand Jury or the court to disclose such matters. A violation of this admonition is punishable as contempt of court.

You do solemnly swear or affirm that the evidence you shall give in this issue, pending before the Grand Jury shall be the truth, the whole truth and nothing but the truth. (Code Civ. Proc., Section 2094)

I have read and received a copy of the foregoing admonition and oath.

Interviewee: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_  
Witness Juror

\_\_\_\_\_  
Witness Juror

## B-6. INTERVIEW SCRIPT

**Interviewer:** Today's date is \_\_\_\_\_.

The time is \_\_\_\_\_.

This is a meeting of the \_\_\_\_\_ Committee of the San Luis Obispo County Grand Jury.

My name is \_\_\_\_\_.

Other members of the Grand Jury present are:

**Jurors:** (All Jurors introduce themselves giving their name and city of residence.)

**Interviewer:** We are meeting today to interview \_\_\_\_\_.

We want to assure you that matters discussed before the Grand Jury are considered confidential. The Court swears us to secrecy.

We will be recording this interview for future reference by the Grand Jury.

**Interviewer:** (Administers the admonishment [mandatory] and oath [optional] - oath is administered by Foreperson or Pro Tem)

For the record, please state your full name, spelling the last name and your occupation and title. May we have one of your business cards? (If none, get address, phone number and email address.)

**Interviewee:** (Gives their name occupation and title.)

**Interviewer:** I will be conducting the interview. After the prepared questions are asked, other Jurors may ask follow-up questions.

(Interviewer opens the interrogation and the prepared questions are asked. Once the prepared questions are completed, the interviewer calls on each of the Jurors attending for any follow-up questions.)

**Note:** Have questions developed beforehand, reviewed by the committee members. Compile and arrange questions in a logical manner. Give each Juror attending the interview a copy of the questions so that they can make comments on the sheet during the interview.

## **B-7. CONFERENCE CALLS**

**Access Phone Number:** 1-800-867-2581

**Access Code:** 7815496

**Pass Code:** 1310 (for Jury use only – not to be given to participants)

### **To Start a Conference Call:**

1. Participants call the Access Phone Number and, when prompted, enter the Access Code. (participants will hear music until the lead interviewer logs in.)
2. The lead interviewer will call the Access Phone Number, enter the Access Code when prompted, then press the \* button and enter the Pass Code. Once the lead interviewer has logs in, the participants will be connected to the conference call.

### **Other Features:**

- \*1 Dial out to a participant (then follow prompts below)
- \*1 Join new participant to the conference call
- \*2 Join new participant to the conference call & dial new participant
- \*3 Disconnect line and rejoin conference
- \*4 Disconnect line and dial another participant
- \*2 Record conference (on/off)
- \*4 Lock conference
- \*5 Unlock conference
- \*6 Mute line
- \*7 Unmute line
- \*8 Conference continuation
- \*9 Roll call
- # # Mute all lines
- 9 9 Unmute all lines
- \* # Count Participants
- 0 0 Ask for operator
- \* \* List available commands

## **B-8. CMC PRISON INSPECTION INSTRUCTIONS**

### **CLOTHING**

Tour participants are expected to dress to meet the constraints of the institutional setting. Attire should be conservative, not revealing and appropriate to the gender of the individual entering the institution. For the purpose of touring, **the following items of clothing will not be permitted:**

- No strapless garments, halter, bare midriff/tank tops (male or female), see-through, wrap around tops, skirts or dresses. No leg warmers.
- No metal (you will be processed through a sensitive metal detector). This includes undergarments, earrings and body jewelry.
- Comfortable low heeled walking shoes are recommended.
- Mini skirts and dresses must not be above the knee in length and not have slits over 4" in length.
- No shorts (male or female), warm-ups, sweats, jogging suits or spandex clothing.
- No denim wear (includes pants, shirts, dresses/skirts, jackets)
- No clothing that resembles officers' clothing or inmate clothing.
- No forest green, tan or blue chambray clothing.
- No camouflage type clothing or Army fatigues.
- No wigs (except for medical reasons and with a written medical approval).
- No clothing items with hoods.
- No scarves or excessive clothing or skin-tight (form-fitting) clothing.

### **SUPPLEMENTAL INFORMATION:**

- Tours start on time. Arrive 15 minutes early for processing inside the security entrance.
- Tour participants will stay with the tour throughout the complete tour.
- Ex-felons must have prior written approval of the Warden.
- Personal property of guest will be limited to a photo identification. **You must bring your California Drivers License or a current passport.**
- Cameras, tape recorders, pagers or cell phones will not be permitted inside the institution.
- The inspection takes approximately two days with approximately a two-mile walk, including flights of stairs.
- Lunch is provided by CMC on both inspection days.
- Arrangements for the initial inspection must be made at least three weeks in advance with the CMC Public Information Officer. Follow-up re-inspections are permissible.
- A computer check will be run for felonies, wants, warrants, and probation status. This is an institutional requirement for all inspection participants.
- FAX the CMC Information Officer the name, D.O.B., D.L.# and S.S.# of all participating jurors at least two weeks prior to the initial inspection.

## **B-9. DEPT. OF SOCIAL SERVICES PROTOCOL**

### **(Superior Court Standing Order)**

#### **AMENDED STANDING ORDER OF THE JUVENILE SUPERIOR COURT OF THE COUNTY OF SAN LUIS OBISPO REGARDING ACCESS BY THE GRAND JURY TO CONFIDENTIAL RECORDS MAINTAINED BY THE DEPARTMENT OF SOCIAL SERVICES**

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The Court hereby approves this Amendment to the Standing Order dated December 20, 1993, and the Amended Standing Order dated January 6, 2004, regarding access by the Grand Jury of San Luis Obispo County to confidential Child Welfare Services records. This Amended Standing Order states in full the limitations and conditions under which the San Luis Obispo County Grand Jury may inspect the Juvenile Court records described in Welfare and Institutions Code sections 10850 and 827, and maintained by the Child Welfare Services Division of the Department of Social Services of San Luis Obispo County (DSS).

Each year the Grand Jury shall select those members who will be identified to address juvenile issues. The number of Grand Jurors chosen for this assignment may vary each year and is within the discretion of the Grand Jury. As soon as practical after July 1st of each year, Grand Jurors shall receive training regarding issues of confidentiality for juvenile records, and training regarding the policies and procedures of the Juvenile Court of San Luis Obispo County. Such training normally will be provided by the Office of County Counsel. A list of those persons who received the training shall be provided to the Presiding Judge of the Juvenile Court and to the Director of the Department of Social Services. After receiving such training, those Grand Jurors may access confidential Juvenile Court information as follows:

**Non Case Specific Information:** The Grand Jury members who have received the confidentiality training will be allowed to discuss general policies and procedures, attend DSS training sessions, observe emergency response workers at the phones and in the field, and attend Juvenile Court proceedings. This general information may be shared with Grand Jury members who have not participated in the training, so long as no case-specific information obtained through this process is included.

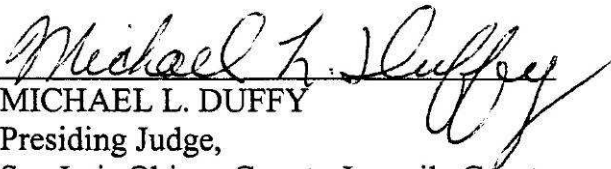
**Case Specific Information:**

- (1) Members of the Grand Jury who have received the confidentiality training may discuss individual cases with the assigned social worker. A social worker or a supervisor may meet alone with the Grand Jury members who have received the confidentiality training. The information obtained in this manner may be discussed with other Grand Jury members who have received the confidentiality training. The information may only be reported back to the remaining members of the Grand Jury in the form of conclusions reached about policy and procedure, rather than case-specific information.
- (2) In circumstances where the Grand Jury desires to keep its investigation confidential from the social worker(s), and where the complaining person is a party to the case or an attorney for a party, a Grand Jury member will contact the employee designated by the Department of Social Services to obtain the file from the social worker for review by the Grand Jury. The social worker shall not be advised that the Grand Jury is the entity requesting the file. No notation shall be made in the file that the Grand Jury has requested the file. The review shall be conducted in the presence of a designated Department of Social Services employee. The Grand Jury members may take notes from information in the file. Documents are not to be removed from the file. At no time will the case file be removed from the Department of Social Services and no inspection shall occur without the presence of at least one Department of Social Services employee at all times.

- (3) Case-Specific information obtained from the review of the file may be discussed with the other members of the Grand Jury who have received the confidentiality training. The information may be reported back to the remaining members of the Grand Jury in the form of conclusions reached about policy and procedure, rather than case-specific information.

**Miscellaneous Provisions:** If the Grand Jury members believe they are being denied access to necessary information, they may file a request for additional information under Welfare and Institutions Code section 827.

DATED: 10/13/05

  
MICHAEL L. DUFFY  
Presiding Judge,  
San Luis Obispo County Juvenile Court

## **APPENDIX C – REPORTS**

**C-1 Report Style Manual**

**C-2 Report Tracking Form**

**C-3 Sample Press Release**



## **C-1. REPORT STYLE MANUAL**

The purpose of this style manual is to ensure consistency in the writing and production of all Grand Jury reports. This is particularly important when all reports are compiled into the Final Report at year's end.

### **COMPUTER SOFTWARE**

The following are standards for the use of computer software:

1. All word-processing shall be done using Microsoft Word or a program capable of producing a fully Microsoft Word compatible document (having a “.doc” file extension).
2. All other software (for graphics, photo processing, etc.) must be capable of producing output that can be imported into Microsoft Word. Report writers should assume that the only software available to reviewers is Word.

### **PAGE FORMAT**

The following are standards for formatting report pages. These settings are found in the Microsoft Word, Page Setup menu.

1. Margins
  - a. 1-inch TOP, BOTTOM, LEFT, RIGHT.
  - b. No mirror margins.
  - c. Header and footer 0.5-inch from edge.
2. Header/Footer Layout
  - a. Different 1st page - unchecked.
  - b. Different odd/even - unchecked
3. Line Numbers. This helps immeasurably in review of drafts. **(Use for drafts only)**
  - a. Start at #1.
  - b. Continuous numbering.

## FONTS AND LINE SPACING

The following report sample shows the types of fonts typically used in a report. The tables on the following page describes the size, spacing and other characteristics for these fonts.

**VECTOR CONTROL – “AN OUNCE OF PREVENTION”** ← **A**

**INTRODUCTION** ← **B**

Americans are increasingly aware of pests that are bearers of disease from across the nation and around the world. Mosquitos bring West Nile Virus, ticks carry Lyme Disease, mice, rats and squirrels transmit Hantavirus, and rats and their fleas are capable of transmitting Bubonic Plague. Such insects or animals, which carry or transmit disease, ← **C** are called **vectors**. These disease-carrying vectors and the diseases they transmit are monitored by the San Luis Obispo County Health Agency.

**METHOD**

Members of the San Luis Obispo Grand Jury interviewed various employees of the San Luis Obispo County Public Health Department, State of California biologists and a private county pest control company to ascertain what, if any, risks are still present and what preventive measures might be taken.

**NARRATIVE**

According to the Environmental Health Services Division of the Public Health Department, the recent history of major vector-borne disease in the County is as follows: ← **D**

**Hantavirus:** ←

The hantavirus is transmitted to humans by deer mice. Between 1975 and 2003, a total of 107 *Peromyscus maniculatus* (deer mouse) were collected from San Luis County. Eleven of these specimens were positive for Hantavirus.

1

**Font Characteristics Table**

<b>ID</b>	<b>NAME</b>	<b>FONT</b>	<b>SIZE</b>	<b>ALIGNMENT</b>	<b>BOLD</b>	<b>ALL CAPS</b>
<b>A</b>	Title	Arial	16 pt.	Center	X	X
<b>B</b>	Section Header	Arial	14 pt.	Center	X	X
<b>C</b>	Body Text	Times New Roman	12 pt.	Left		
<b>D</b>	Subsection Header	Arial	12 pt.	Left	X	

**Line Spacing Table**

<b>ID</b>	<b>NAME</b>	<b>LINE SPACING*</b>
A	Title	1.5 lines w/ 2 blank lines below
B	Section Header	1.5 lines w/ 2 blank lines above, 1 below
C	Subsection Header	1.5 lines w/ 1 blank line above
D	Body Text	1.5 lines

\* In draft reports, use line numbers and a spacing of 2 lines rather than 1.5

## BULLETED LISTS

The following is an example of a standard multi-level bulleted list:

- **This is a 1<sup>st</sup> level item**
  - **This is a 2<sup>nd</sup> level item**
    - **This is a 3<sup>rd</sup> level item**

The standard indentation for each level is as follows:

1<sup>st</sup> level

Indentation			
Left:	0.25"	Special:	By:
Right:	0"	Hanging	0.25"

2<sup>nd</sup> Level

Indentation			
Left:	0.75"	Special:	By:
Right:	0"	Hanging	0.25"

3<sup>rd</sup> level

Indentation			
Left:	1.25"	Special:	By:
Right:	0"	Hanging	0.25"

## NUMBERED LISTS

The following is an example of a standard multi-level numbered list:

1. **This is a 1<sup>st</sup> level item**
  - a. **This is a 2<sup>nd</sup> level item**
    - i. **This is a 3<sup>rd</sup> level item**

The standard indentation for each level is as follows:

1<sup>st</sup> level

Indentation			
Left:	0.25"	Special:	By:
Right:	0"	Hanging	0.25"

2<sup>nd</sup> Level

Indentation			
Left:	0.75"	Special:	By:
Right:	0"	Hanging	0.25"

3<sup>rd</sup> level

Indentation			
Left:	1.25"	Special:	By:
Right:	0"	Hanging	0.25"

## SELECTED GRAMMAR RULES

The following rules are provided to address areas where inconsistencies among writers are common:

1. Commas in a series: A comma should not precede the final "and" as in "The colors are red, white and blue."
2. Capitalization:
  - a. Of organizations and political units: Capitalize if stating the official name: e.g., San Luis Obispo County, City of Atascadero, Department of Social Services. Do not capitalize if "county," "city," etc. if using alone or as an adjective.
  - b. Of Personal Titles: Capitalize if used immediately preceding or following a name: e.g., "City Administrator Ken Hampian," "Ken Hampian, City Administrator." Do not capitalize the titles when used alone: e.g., "the city administrator of San Luis Obispo."
3. Italicized Type: Use for documents, laws and regulations referenced (e.g., *DSS Administrative Handbook*, or *Public Law 95-680*) and when using foreign words or phrases (e.g., *ad hoc* or *caveat emptor*).
4. Quotations: Use only to quote verbatim from a document or testimony.
5. Numbers in text:
  - a. Spell out a number of any size (e.g., Two, Three) when it begins a sentence, or recast the sentence.
  - b. Spell out the numbers 0 through 9 (e.g., zero, one, nine) in the text with one exception (see "d" below).
  - c. Use the actual number for all numbers over 10: (e.g., 11, 134, 175, 900).
  - d. Put a zero before the decimal point of a decimal fraction (e.g. 0.75 not .75).
  - e. In sentences using numbers over and under 10, use the actual numbers (e.g., 2, 12, or 134).
6. Abbreviations and Acronyms:
  - a. Abbreviations are shortened forms of a word or phrase—the first letter capitalized with a period at the end of the last letter e.g., "Dept." for "Department". Generally, public reports should minimize the use of abbreviations.

- b. Acronyms are words made up of initials or syllables from a group of words (e.g., "CVCSD" for "California Valley Community Services District").
  - 1) Use acronyms only to save space and aid comprehension.
  - 2) Use acronyms sparingly. A report with many acronyms can be confusing and appear very bureaucratic.
  - 3) Don't make up acronyms.
  - 4) In general, when using an acronym, spell out the full name the first time it is used, followed by the acronym in parentheses: "Children's Welfare Services (CWS)."
  - 5) If an organization's name is used only once, don't put the acronym in parentheses.

## **REPORT READABILITY**

The following are guidelines that may help to improve report readability:

- 1. Define unfamiliar or technical words and/or explain them with examples. Use them again to make them more familiar to the reader.
- 2. Use shorter words. For example, use "do" instead of "accomplish"; "about" instead of "approximately." However, use discretion; you don't want to replace a longer but clearer word with half a dozen shorter words.
- 3. Substitute compact words for more wordy phrases. For example, use "many" instead of "large number of."
- 4. Use shorter sentences along with longer sentences. You can usually break down long complex sentences, but don't do so to the point of choppiness. The goal is to lower the average sentence length.
- 5. Use shorter paragraphs.
- 6. Use the active voice, not the passive voice.
- 7. Use positive statements. For example, "Practice safe pesticide application" is clearer than "Don't practice unsafe pesticide application."
- 8. Use simple and definite examples to explain concepts.

# VOICE

## Definitions

1. Active voice: Grammatically, the active voice is used when the subject is the agent performing an action.
2. Passive voice: The passive voice is used when the subject is the recipient of the action or there is no stated recipient of the action. A sentence using the passive voice usually contains some tense of the verb "to be" along with the action verb.

## Examples

Active	Passive
The public works garage does some repair work on heavy equipment for other county departments.	Repair work on heavy equipment is done by the public works garage for other county departments.
DSS should empower the Standing Review Panel to interview complainants and county employees.	The Standing Review Panel should be empowered to interview complainants and county employees.
DSS gives the Service Satisfaction Brochure to new clients coming into the Children's Welfare Services system.	New clients coming into the Children's Welfare Services system are given the Service Satisfaction Brochure.
The Grand Jury examined, through detailed and deliberative interviews, 15 complainants and their witnesses.	Arrangements were made for 15 complainants and their witnesses to be examined through detailed and deliberative interviews.
The Grand Jury emphasizes that, overall, the employees of the Department are qualified, well educated and exhibited dedication.	The Grand Jury wishes to emphasize that overall, the employees of the Department were found to be qualified, well educated and exhibited dedication.

## General Rule

Use the active voice. It is simpler and more direct. It conveys greater force, greater speed and greater vigor. It clearly assigns responsibility. In some cases, it is shorter. The passive voice, used without cause, tends to weaken the writing. Read just about any government report and you'll see what we mean.

## Possible Exceptions

There may be times when the passive voice is desirable:

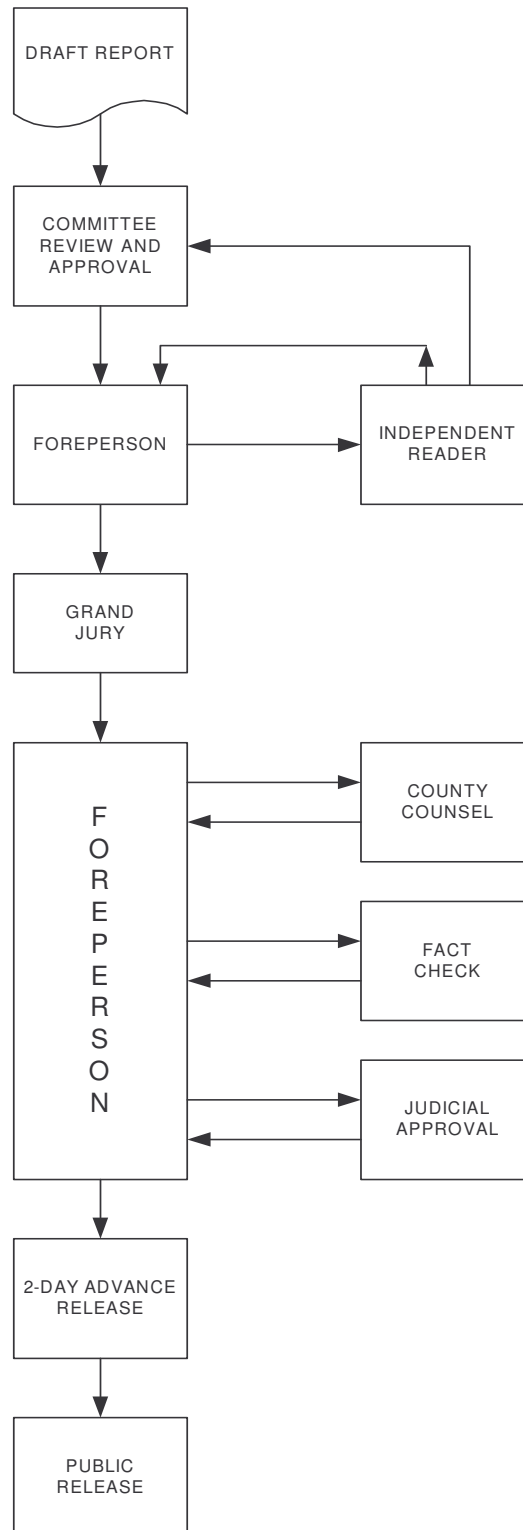
1. When the agent performing the action is too unimportant or too obvious to mention, and is less significant than the recipient of the action. For example, "the mail was delivered at 11 o'clock this morning."
2. When the agent performing the action is unknown. This would be very rare.
3. When the intention is to deliberately avoid strong language.

## C-2. Report Tracking Form

Report Timeline/Checklist				
Case ID or Complaint #				
Description/Title				
Committee				
	Date	Initial/Signature	Vote	
Action Plan Approved in Committee				
Action Plan Approved by Full Grand Jury				
Draft report approved in Committee				
Syntax/Editorial Review				
Independent Reader				
Foreperson Review				
Draft report to full Grand Jury				
Draft report approved by full Grand Jury				
To County Counsel/District Attorney for Review				
Back from County Counsel/District Attorney				
To Agency for Fact Check				
Returned from Agency Fact Check				
To Presiding Judge for Review				
Returned from Presiding Judge Review				
Press Release written				
Planned Date of Release				
2 day advance copy to agency				
Public/Media Distribution				
Attach distribution list				



## C-2A. REPORT PRODUCTION FLOW CHART



## **C-3. SAMPLE PRESS RELEASE**

### **PRESS RELEASE**

#### **2006-2007 SAN LUIS OBISPO COUNTY GRAND JURY REPORT**

*For Immediate Release – (release date)*

Contact: \_\_\_\_\_, Foreperson  
Email: \_\_\_\_\_@co.slo.ca.us  
Phone: 805-781-5188

### **Affordable Housing in San Luis Obispo County Wishful Thinking or One Step at a Time?**

Attached is a report from the 2006-2007 San Luis Obispo County Grand Jury.

Viewed by some as the issue that never goes away, this Grand Jury has reviewed several current efforts to increase the availability of affordable housing in San Luis Obispo County, where, in February, 2006, the median sales price of single-family homes exceeded \$600,000. Less than 10% of the County's households can afford to buy housing at this price.

The Grand Jury looked closely at factors that influence closure or conversion of mobilehome parks, the subject of a moratorium and future ordinance by the County Board of Supervisors. Such parks have traditionally been viewed as low income or senior citizen housing, but increasingly, the need for workforce housing is framing the debate on future projects.

The Employee Housing project recently opened by Cal Poly State University is an example that other large employers in the County may seek to follow. Meanwhile, local inclusionary housing policies and other funding sources, both public and private, are being used by several non-profit organizations and others to expand the stock of affordable housing in this County, but at a pace that falls well-short of the region's "**fair share**" housing requirement as determined by the State Department of Housing and Community Development.

A full transcript of this report is available at <http://www.slocourts.net/grandjury/>. The website also provides background information about the Grand Jury and describes how to apply for Grand Jury membership, as well as how to submit complaints regarding county issues using the "Grand Jury Complaint Form."

**END**

## **APPENDIX D – TRANSMITTAL LETTERS**

**D-1 County Counsel Review of Report**

**D-2 Agency/Department Head Fact Check**

**D-3 Presiding Judge Review of Report**

**D-4 Agency/Department Advance Copy (2-days prior to report release)**

## D-1. COUNTY COUNSEL REVIEW OF REPORT



**SAN LUIS OBISPO COUNTY  
GRAND JURY**  
P.O. Box 4910  
San Luis Obispo, California 93403

### CONFIDENTIAL ATTORNEY CLIENT COMMUNICATION

Date: (date of transmittal)

To: (name of Counsel assigned to Jury), County Counsel

From: (name of Foreperson), Foreperson  
2007-2008 San Luis Obispo County Grand Jury

Subject: **Grand Jury Report**

Attached is the following report:

“(Name of report)”

Please review this report for liability and for compliance with statutory authority and return it to us with any comments or suggestions. Should you have questions, do not hesitate to contact me either via e-mail ([Foreperson’s email address]) or by phone (781-5188).

Thank you!

## D-2. AGENCY/DEPARTMENT HEAD FACT CHECK



SAN LUIS OBISPO COUNTY  
GRAND JURY  
P.O. Box 4910  
San Luis Obispo, California 93403

(date of transmittal)

### Confidential

(Name of Agency or Department head)  
(Agency or Department Name)  
(Agency Street Address)  
(Agency City, State, & Zip Code)

Re: Grand Jury Report: “(Report Name)”

Attached please find the above referenced Grand Jury report (excluding any recommendations) which is being provided to you for review of its *factual accuracy* as per Penal Code §933.05(d). Please provide any comments or corrections and sign one copy of this letter for return to the Grand Jury. \_\_\_\_\_ of your department may be able to assist in your review.

A member of the Grand Jury or its staff will contact you within 5 business days to retrieve this copy of the report along with your input.

Except as noted above you *may not* copy or share this report with others at this time.

*In order to insure confidentiality, in accordance with Attorney General Opinion No. 02-1108 dated June 6, 2003: “You are admonished not to reveal to any person, except as directed by the court, which questions were asked or what responses were given or any other matters concerning the nature or subject of the grand jury’s investigation which you learned during your appearance before the grand jury, unless and until such time as the transcript (if any), or a final report, of this grand jury proceeding is made public or until authorized by this grand jury or the court to disclose such matters. A violation of this admonition is punishable as contempt of court.”*

A *final* copy of the complete report will be provided to you no less than two days before it is released to the public and the media.

\_\_\_\_\_  
Agency/Department Head

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Foreperson’s Name), Foreperson  
2007-2008 San Luis Obispo County Grand Jury

\_\_\_\_\_  
Date

## D-3. PRESIDING JUDGE REVIEW OF REPORT



**SAN LUIS OBISPO COUNTY**  
**GRAND JURY**  
P.O. Box 4910  
San Luis Obispo, California 93403

Date: (date of transmittal)

To: Honorable Martin Tangeman  
Presiding Judge  
Superior Court of California  
County of San Luis Obispo

From: (Foreperson's Name), Foreperson  
2007-2008 Grand Jury

Subject: **Grand Jury Report**

Enclosed for your review is the following report:

“(name of report)”

This report has been reviewed by County Counsel and checked for factual accuracy by the relevant agency or department head. Once we have received your comments, if any, the report will be prepared for publication.

Thank you!

## D-4. AGENCY/DEPT. ADVANCE COPY

(2-days prior to report release)



SAN LUIS OBISPO COUNTY

GRAND JURY

P.O. Box 4910

San Luis Obispo, California 93403

(date of transmittal)

**Confidential**

**(name of recipient)**

**(street address)**

**(city, state & ZIP)**

Dear (recipient's name):

The San Luis Obispo County Grand Jury has completed the attached report titled “**(name of report)**.” This copy of the report is being provided to you two days in advance of its public release, as required by California Penal Code §933.05 (f), which states:

*A grand jury shall provide to the affected agency a copy of the portion of the grand jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.*

Please check the last page of text of the report for the timing of your response, if any, as required by the Penal Code. Sections 933 through 933.05 of the Penal Code are attached for your reference.

Please keep in mind that this report must be kept confidential until its public release by the Grand Jury.

Respectfully,

(foreperson's name), Foreperson  
2007-2008 Grand Jury

Enclosures:

## **California Penal Code**

933. (a) Each grand jury shall submit to the presiding judge of the superior court a final report of its findings and recommendations that pertain to county government matters during the fiscal or calendar year. Final reports on any appropriate subject may be submitted to the presiding judge of the superior court at any time during the term of service of a grand jury. A final report may be submitted for comment to responsible officers, agencies, or departments, including the county board of supervisors, when applicable, upon finding of the presiding judge that the report is in compliance with this title. For 45 days after the end of the term, the foreperson and his or her designees shall, upon reasonable notice, be available to clarify the recommendations of the report.

(b) One copy of each final report, together with the responses thereto, found to be in compliance with this title shall be placed on file with the clerk of the court and remain on file in the office of the clerk. The clerk shall immediately forward a true copy of the report and the responses to the State Archivist who shall retain that report and all responses in perpetuity.

(c) No later than 90 days after the grand jury submits a final report on the operations of any public agency subject to its reviewing authority, the governing body of the public agency shall comment to the presiding judge of the superior court on the findings and recommendations pertaining to matters under the control of the governing body, and every elected county officer or agency head for which the grand jury has responsibility pursuant to Section 914.1 shall comment within 60 days to the presiding judge of the superior court, with an information copy sent to the board of supervisors, on the findings and recommendations pertaining to matters under the control of that county officer or agency head and any agency or agencies which that officer or agency head supervises or controls. In any city and county, the mayor shall also comment on the findings and recommendations. All of these comments and reports shall forthwith be submitted to the presiding judge of the superior court who impaneled the grand jury. A copy of all responses to grand jury reports shall be placed on file with the clerk of the public agency and the office of the county clerk, or the mayor when applicable, and shall remain on file in those offices. One copy shall be placed on file with the applicable grand jury final report by, and in the control of the currently impaneled grand jury, where it shall be maintained for a minimum of five years.

(d) As used in this section "agency" includes a department.



933.05. (a) For purposes of subdivision (b) of Section 933, as to each grand jury finding, the responding person or entity shall indicate one of the following:

(1) The respondent agrees with the finding.

(2) The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.

(b) For purposes of subdivision (b) of Section 933, as to each grand jury recommendation, the responding person or entity shall report one of the following actions:

(1) The recommendation has been implemented, with a summary regarding the implemented action.

(2) The recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.

(3) The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.

(4) The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.

(c) However, if a finding or recommendation of the grand jury addresses budgetary or personnel matters of a county agency or department headed by an elected officer, both the agency or department head and the board of supervisors shall respond if requested by the grand jury, but the response of the board of supervisors shall address only those budgetary or personnel matters over which it has some decisionmaking authority. The response of the elected agency or department head shall address all aspects of the findings or recommendations affecting his or her agency or department.

(d) A grand jury may request a subject person or entity to come before the grand jury for the purpose of reading and discussing the findings of the grand jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.

(e) During an investigation, the grand jury shall meet with the subject of that investigation regarding the investigation, unless the court, either on its own determination or upon request of the foreperson of the grand jury, determines that such a meeting would be detrimental.

(f) A grand jury shall provide to the affected agency a copy of the portion of the grand jury report relating to that person or

entity two working days prior to its public release and after the approval of the presiding judge. No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.

## **APPENDIX E – MISCELLANEOUS FORMS**

**E-1 Non-Standard Attendance & Mileage Log**

**E-2 Foreperson Organizational Chart**

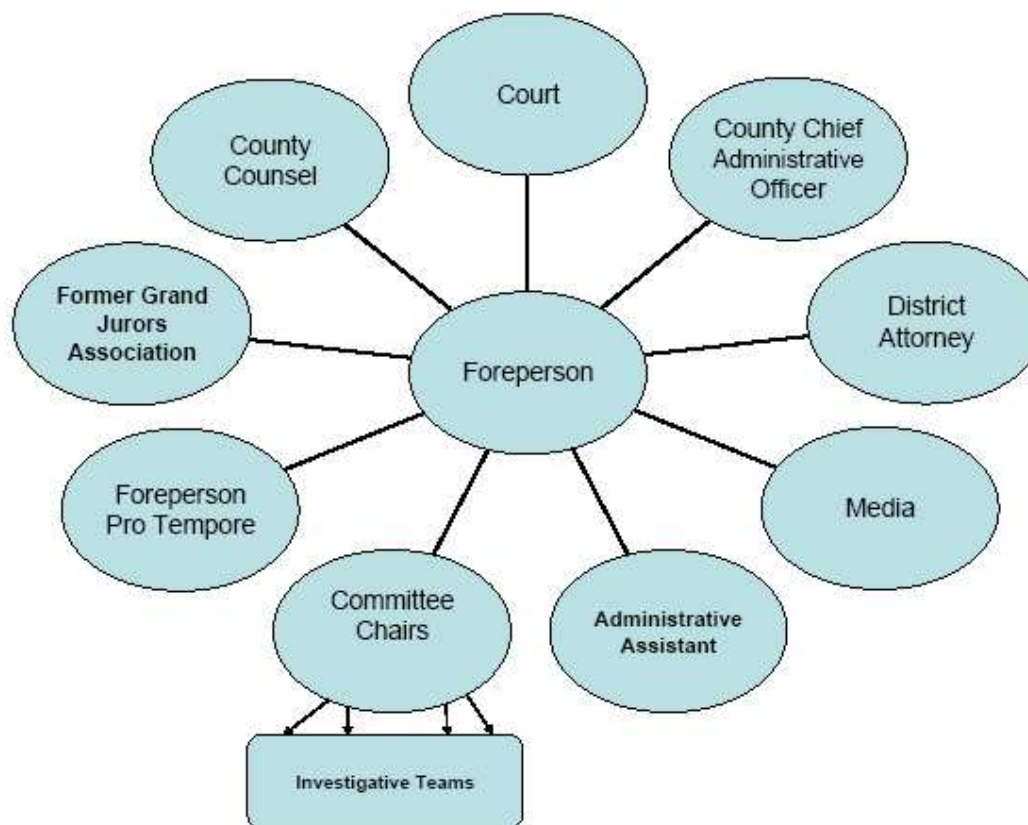
**E-4 Exit Form**

**E4 Admonishment for Administrative Assistant**

## E-1. NON-STANDARD ATTENDANCE & MILEAGE LOG

				SLO County Grand Jury	
				Non-Standard Attendance & Mileage Log	
Month _____				Name _____	
Date	Per Diem	Miles	Committee	Case / Complaint	Purpose
	Total days	Total Miles	Juror's Signature		Date ____/____/____

## E-2. FOREPERSON ORGANIZATIONAL CHART



## E-3. EXIT FORM



### SAN LUIS OBISPO COUNTY

#### GRAND JURY

P.O. Box 4910

San Luis Obispo, California 93403

This form is to be completed by each Grand Juror at the conclusion of service on the Grand Jury due to resignation, termination or expiration of term.

I hereby certify that I have performed the following:

- 1. submitted my letter of resignation (if appropriate).**
- 2. returned to the foreperson the Grand Jury Handbook issued to me.**
- 3. destroyed all personal notes relating to any confidential Grand Jury study or investigation including computer files.**
- 4. returned to the Grand Jury room any reference materials, unused supplies and parking permits.**
- 5. returned to the foreperson all Grand Jury door and file keys issued to me.**
- 6. completed Form FPPC 700 Statement of Economic Interest.**

I hereby certify that I shall keep secret whatever I or any other Grand Juror has said or in what manner I or any other Grand Juror has voted on a matter before the Grand Jury.

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

## E-4. ADMONISHMENT FOR ADMINISTRATIVE ASSISTANT

### Re: Grand Jury Confidentiality

Admonishment regarding the confidentiality of Grand Jury business for any clerical personnel who assist the Grand Jury in typing final reports, etc.:

“You are admonished that the business of the Grand Jury in general is confidential. To the extent that you become aware of the details of Grand Jury business in doing your job, you are admonished not to reveal to any person any matter concerning the nature of the subject of the Grand Jury’s business which you learned. Additionally, you are admonished that no person other than Grand Jurors shall be permitted to be present during the expression of the opinions of Grand Jurors, or the giving of their votes, on any criminal or civil matter before them.” (PC939)

I have read and received a copy of the foregoing admonition.

---

Administrative Assistant’s Signature

---

Date

Witnesses:

Printed Names: \_\_\_\_\_

Signatures: \_\_\_\_\_

Date: \_\_\_\_\_





## **APPENDIX F – EXAMPLES OF CIVIL INVESTIGATIONS**

### **Examples of civil investigations conducted by California Grand Juries**

1. Causes of absenteeism rates in particular local governmental departments.
2. Discrimination in hiring, supervision, termination.
3. Availability of low-income housing.
4. Contracts between local governments and between local governments and private vendors.
5. Existence of contingency budgets for fiscal crises.
6. Reasons for lapse of time between the occurrence of staff vacancies and filling them.
7. Methods of selecting members of citizen boards and commissions.
8. Adequacy of staffing in local government departments.
9. Systems for short and long range planning.
10. Effectiveness of interdepartmental communication.
11. Use of volunteer employees.
12. Accounting for reserve funds.
13. Methods of capital planning.
14. Extent of computerization.
15. Use of rental contracts.
16. Establishment of management information systems.
17. Records management and control systems.
18. Systems for performance evaluation.
19. Methods for coordinating top-level managers.
20. Procedures for audits of discretionary funds (e.g.; expense accounts, Sheriff's "Buy Fund," etc.).
21. Procedures for determining security of buildings.
22. Safety and plant maintenance programs.
23. Methods for establishing fair fees for services.
24. Accessibility to public buildings by disabled or handicapped citizens.
25. Suitability of office planning and design for confidentiality.
26. Joint sharing of resources among local governments.
27. Overlapping of responsibility among local governments for providing services.
28. Systems for reviewing performance of private contractors.
29. Methods of vehicle maintenance and control.
30. Round-the-clock use of facilities.
31. Existence of current operating procedures manuals.
32. Compliance with employment standards.
33. Procedures concerning top administrators being available or absent at the same time.
34. Appropriate use of enterprise accounting systems.
35. Adequacy of systems to control checkbooks, bank statements and signatures on checks.
36. Purchasing, receiving and inventory procedures.

37. Use of private janitorial services.
38. Relationship between job descriptions and work actually performed.
39. Health services for confined persons.
40. Adequacy of jail emergency and systems security.
41. Extent of use of private consultants and their relationships with local governments.
42. Replacement of obsolete or unsafe equipment
43. Centralization vs. decentralization of computer equipment
44. Adequacy of building maintenance and repair programs.
45. Procedures for bidding.
46. Adequacy of system for evaluating effectiveness of local government services and programs.
47. Intergovernmental charges for services.
48. Causes of high turnover rates.
49. Equitable delivery of services throughout the community.
50. Methods of collection and handling overdue collections.
51. Prisoners' rights compliance.
52. Existence of career development programs.
53. Minority recruitment and retention procedures.
54. Existence of written procedures to handle sensitive incidents.
55. Causes of delays in the criminal justice System.
56. Release-on-own-recognizance programs.
57. Adequacy of capacity of juvenile hall
58. Recruitment of volunteers for juvenile services. Relationship between workload and productivity.
59. Workload and delegation practices of the Board of Supervisors.
60. Existence of means for county and cities to resolve mutual problems.
61. Whether posted agendas of local boards provide adequate information.
62. Systems for reviewing adequacy of management performance.
63. Methods of promoting employees.
64. Extent of nepotism in local government.
65. Inclusion of safety employees in low-risk jobs in more liberal retirement systems.
66. Auditing of retirement funds.
67. County audit contract: method of bidding and scope of audit.
68. Adequacy of internal audit procedures.
69. Procedures local government bodies use to inform newly elected members about the Brown ct law.
70. Compliance of local government departments with collection procedures.
71. Use of property lien procedure for collections.
72. Procedure for determining uncollectible accounts.
73. Security procedures for dispatch center and other services.
74. Consolidation of fire districts and other county functions.
75. Adequacy of civil defense training and preparation plans.
76. Review and updating joint powers agreements.
77. Review local government contract and lease agreements.
78. Collection practices in public defender and district attorney programs.
79. Relationships between local governments and non-profit corporations.

80. Maintenance and upkeep of Parks and Recreation areas.
81. Methods of education of senior population about alcohol problems and treatment.
82. Garbage disposal practices.
83. Systems for inventorying property which local government owns.
84. Determining how much real property local governments own and whether it should be retained.
85. Reviewing intake practices of child welfare services.
86. Inventory of advisory appointed by local governments.
87. Examining activities of advisory groups and controls over their policy setting.
88. Makeup of citizen advisory bodies.
89. Existence of accurate, current organization charts.
90. Methods of monitoring fines and overdue payments for library.
91. Organization, administration and costs of public defender services.
92. Clarity of budget formats and methods used to help citizens understand the budget process.
93. Existence of personnel manuals and appropriate updated as approved by the Civil Services Personnel Commission.
94. Rates charged for rentals (i.e.) Community Services (i.e.) Boy Scouts, Girl Scouts, Youth oriented organizations vs. Profit oriented applicants.
95. Procedures for setting priorities to obtain low-income housing.
96. Adequacy of emergency and disaster planning
97. Insurance coverage of local governments.
98. Procedures for providing services to Medicare indigent persons.
99. Coordination of separate but related services.
100. Review systems which local government uses to train employees to serve the public.
101. Review local government development agencies, examine makeup of advisory boards and determine who are beneficiaries of redevelopment projects.
102. Joint purchasing systems for small local governments.
103. Pooling of risk management programs.
104. Sharing of specialized equipment among local governments.
105. Rotation of firms conducting audits.
106. Cross-certification of specialized workers (e.g., agricultural personnel and eight and measures personnel).
107. Pilot programs for assisting welfare recipients to prepare Federal and State income tax.
108. Extent to which local governments use non-profit agencies to provide services.
109. How the county charges for services it provides to special districts.
110. Existence of and possible uses for vacant buildings.
111. Existence of a formal investment procedure for local governments.
112. Adequacy of procedures for purchasing, accounting and safekeeping of investments.
113. Are public offices convenient for citizens and open at appropriate hours?
114. Methods local governments use to control and monitor contracts between departments and vendors.
115. Local government use of non-conventional "creative financing" methods such as certificates of participation.



## APPENDIX G – CUMULATIVE INDEX 1980-2007

### Published Final Reports

The following list includes all reports issued by the Grand Jury between 1980 and 2007. The reports are listed by agency or topic and include the name of the report, the fiscal year that the report was issued, a code indicating whether it was a Interim Report (IR), Final Report (FR) or Recommendation (REC), and the page number.

	Year & Page
<b>ADVERTISING</b>	
Legal Advertising	80-81 FR 51
<b>ADVISORY BOARDS AND COMMISSIONS</b>	
Advisory Group Review	85-86 FR 5
Area Advisory Council Resolution	05-06 FR 87
<b>AGRICULTURE</b>	
Agriculture Commissioner	82-83 FR 3
Farm and Home Advisor	82-83 FR 3
Weights & Measures	04-05 FR 159
Pesticide Use Agricultural/Urban Interface	05-06 FR 35
<b>AIR POLLUTION</b>	
Air Pollution Control District	83-84 IR 7
Unhealthy Air	93-94 FR P-5-1
<b>AIRPORTS</b>	
SLO Airport Administration	83-84 IR 8
SLO Airport, Handicapped Access	84-85 IR, 1,25
SLO Airport Operation	92-93 FR AD 11-1
SLO Airport Operation and Planning	96-97 FR 10
	00-01 FR 143
Slo County Regional Airport	06-07 FR 7-1
SLO Airport Parking	84-85 FR 4 IR 2,27
Parking Fees	88-89 FR 7
Airport Sign	91-92 FR 92
<b>AMBULANCE SERVICE</b>	
Award of Contract for South County Area	97-98 FR 29
Ambulance Rates	88-89 FR 32
Ambulance Service Contract	95-96 FR 47

**ANIMAL REGULATION**

Personnel Attitudes	82-83 FR 4
Department Firearms	83-84 IR 4
Department Use of Firearms (see Firearms)	86-87 FR 1,IR 2
Response to Public Inquiries	88-89 FR 07
Investigation of the Department	93-94 FR AD 101
People Who Care	04-05 FR 23

**ASSESSOR**

Needs of Tax Assessor	82-83 FR 5
County Assessor's Office Investigation	83-84 FR 9
Assessor's Response to Survey	84-85 FR 04
Legality of Property Tax	88-89 FR10
Assessment Practices Survey	89-90 FR 2
Assessment of the City of Paso Robles	95-96 FR 10
Review of Management and Functions	95-96 FR 52
Protecting New Property Owners - Weed Abatement Costs	99-00 FR 143

**AUDITOR/CONTROLLER**

Auditor/Controller Personnel and Procedures	82-83 FR 7
Auditor's Department Review	85-86 FR 16
	86-87 FR 8
Limitations of Computerized Information's System	91-92 FR 45
Pension Trust Retirement Plan	94-95 FR 81
	REC 10

**AUDITS**

Difference: Financial Audit & Management Analysis	80-81 FR 57
County Government Audit	82-83 FR 6
	88-89
Government Center Cost	82-83 FR 6
	82-83 IR 10
	87-88 FR 8
Use of Certificates of Participation	92-93 FR AU 2-1
Board of Supervisors' Salaries and Expenses	83-84
Cities' Compliance with Audit Recommendations	93-94 FR 20
Funds Management & Financial Auditing Practices	04-05 FR 57

**BILLBOARD**

Inventory of Billboards and Signs	89-90 FR 26
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**BOARD OF SUPERVISORS**

Meeting Agenda	80-81 IR 36
Favoritism	88-89 FR 3
Management Analyst(s)	90-91 FR 48
Monitoring & Curtailing Public Discussion	92-93 FR AD 5-1
Salary Structure	91-92 FR 4

<b>CABLE TELEVISION</b>	
Falcon Cable TV	89-90 FR 15
Capital Projects Cost Management	89-90 FR 3
Cable TV Rates	90-91 FR 37
<b>CHILD WELFARE (ALSO SOCIAL SERVICES)</b>	
Child Protective Services	80-81 IR 18
	85-86 FR 20
	85-86 IR 3-35
	87-88 FR 20
	93-94 FR H 3-1
Child Protective Services\Foster Parents	83-84 IR 5
Consultant's Report	85-86 FR 44
Group Homes	87-88 FR 13
Youth Intervention Services	99-00 FR 45
Tobacco Tax Program (for child development)	04-05 FR 79
BOS Response Follow-up	04-05 FR 33
Deadbeat Parents	05-06 FR 13
<b>CITY OF ARROYO GRANDE</b>	
Zoning Enforcement	89-90 FR 38
<b>CITY OF ATASCADERO</b>	
Eagle Creek Development	98-99 FR 5
The Mackey Project	99-00 FR 1
<b>CITY OF MORRO BAY</b>	
Use of Special Funds	96-97 FR 6
<b>CITY OF PASO ROBLES</b>	
Orchard Bungalow Assessment District	00-01 FR I
Historic Preservation	06-07 FR 9-1
<b>CITY OF PISMO BEACH</b>	
Commercial Property Dispute	89-90 FR 10
Administration of Policies, City of Pismo Beach	87-88 IR 1
	87-88 FR 2
Planning and Building Department	90-91 FR 45
City Council	94-95 FR 84 REC 10
Redevelopment Agency	94-95 FR 92
<b>CITY PLANNING AND ADMINISTRATION</b>	
Commentary	95-96 FR 8
<b>CIVIL SERVICE</b>	
Applicant Rejection Appeal Procedure	80-81 IR 34
	89-90 FR 8
Handling of Paul Floyd Case	90-91 FR 4
Circumvention of Rules	80-81 FR IR 12
<b>CLERK-RECORDER</b>	
Information Requirements for Mechanics Lien	93-94 FR AD 6-1

**CODE ENFORCEMENT**

Enforcement of Codes and Ordinances 83-84 FR 05  
Building and Health Code Violation 84-85 FR 23

**COLLECTIONS**

Collection Agency for County Departments 83-86 FR 3  
Central Collections 92-93 FR AU 5-1

**COMMUNITY SERVICE DISTRICTS**

California Valley Community Services District 99-00 FR 137  
California Valley CSD Board of Directors 90-91 FR 23  
90-91 IR 26  
92-93 FR AU-4-1  
06-07 FR 10-1  
Cambria Community Hospital District 81-82 FR 61  
Cambria Community Services District 92-93 FR AU- 1  
Cambria Community Services District Utility Fees 93-94 FR AU 2-1  
Cambria CSD - Waste Disposal 01-02 FR  
Community Services and Special Districts in SLO County 99-00 FR 149  
Oceano Community Services District 87-88 FR 5  
Oceano Community Service District - Personnel Grievances 97-98 FR 40  
Oceano Community Services District Weed Abatement Procedure - 95-96 FR 31  
Los Osos CSD 05-06 FR 81  
Non Elective voting in CSD's 01-02 FR

**CONFLICT OF INTEREST**

Public Officials 89-90 FR 1  
Community Services District 92-93 FR AD 2-1

**CONTRACTS**

Contracts for Professional Services 87-88 FR 3  
County Contracts: Do We Get What We Pay For? 06-07 FR 4-1

**CORONER'S OFFICE**

Child Death Procedures 85-86 FR 71  
IR 4, 99

**COUNTY ADMINISTRATION**

Standardization of County Stationary 89-90 FR 35  
County Office Staffing 82-83 FR 2  
District Attorney's Office 94-95 FR 35 REC 03  
District Attorney-Handling Cases 92-93 FR L 3-1  
Employee Turnover 90-91 FR 10  
Growth of County Government 91-92 FR 8

**COUNTY HARBORS**

Morro Bay & Port San Luis 05-06 FR 25

**COUNTY OFFICES**

County Government Center 81-82 FR 20



## **COUNTY ORGANIZATION**

Consolidation of Clerk & Recorder's Office	80-81 FR 52
Span of Control	91-92 FR 17

## **COURTS**

Add Fifth Judicial Position	81-82 IR 104
Superior Court Child Support Payments	88-89 FR 10
	89-90 FR 12
Court Appointed Special Advocate (CASA) Program	83-84 IR 7
Court Appointed Special Advocate	89-90 FR 36
Superior Court Long Range Planning	90-91 FR 7
Jury Selection Process	91-92 FR 22
Superior Court - Paso Robles Branch	99-00 FR 41
Juvenile Justice Court	00-01 FR 105
Computerized Case System	88-89 FR 22
Integrated Accounting System	89-90 FR 28
Grand Jury Audit Rights	86-87 FR 7
Modification to Buildings	89-90 FR 29
Court House Security	92-93 FR L D-1
County Superior Court Holding Facility	99-00 FR 135
San Luis Obispo County Courthouse Holding Cells	98-99 FR 62
Security at Juvenile Court	00-01 FR 129
	02-03 FR 49

## **CUESTA COLLEGE**

Selection of North County Campus Location	97-98 FR 54
Nursing Program Admission Policy	02-03 FR 37
Cuesta College Nursing Program (Nursing Shortage)	05-06 FR 55

## **CUESTA COLLEGE FOUNDATION**

Payroll	89-90 FR 13
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## **DIABLO CANYON**

Confinement of Protesters	81-82 IR 82
Diablo Canyon: San Luis Obispo's Katrina?	06-07 FR 1-1

## **DRUGS**

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## APPENDIX H – GRAND JUROR TRAINING

Section II of this *Handbook* lists the subjects to be covered in Grand Juror training and possible providers of information on those topics. Guided by its foreperson each Grand Jury should determine the substance and process of its training within the parameters of Section II. This appendix offers suggestions on how when and where that training could best take place. The recommendations herein are not requirements.

### Acquiring Knowledge, Developing Skills, Working Together

New Grand Jurors are expected to acquire factual knowledge related to government. They are obliged to follow a number of legal requirements (e.g. 12 votes are needed to approve a report) and ethical guidelines (individually Grand Jurors should disclose to the Jury any potential conflicts of interest or biases they might have relating to an inquiry and then absent themselves of taking part in same). Officials including the District Attorney, County Counsel and others assist the Grand Jurors in acquiring this kind of *knowledge*.

In addition to knowledge, Grand Jurors often need to acquire *skills* they will employ in performing their duties. These include skill in investigation, including the questioning of witnesses, locating and interpreting documents, techniques for communicating with sources and other jurors via email, and technical aspects of word processing to prepare the reports. Skills are acquired primarily by “doing” and honed mostly through practice. Consequently, the training is most effective when it will be put immediately to use. While newly empanelled Grand Juries to acquire needed knowledge mostly in July, it also makes sense for skills training to be spaced throughout the first half of the year as jurors employ those skills in their work.

### Skill Training

There are skills that Grand Jurors need as their term begins.

- How to use their county email system and similar tools.
- How to access and find documents on county, city and district websites.

Hands on training in these skills should be provided concurrently with “lecture/knowledge” training provided as the term begins. In some instances county technical personnel may be asked to provide this training and in others member of the Jury having the skills provide it. Either way it is strongly recommended that the individual Grand Jurors have time to *practice* with their instructors, not simply listen and observe.

Other skills may be acquired as the year goes on

- Skill in composing questions for interviews.
- Skill in organizing sets of questions to secure understanding not just of specific details, but also of larger issues involved in the subject under investigation.
- Skill in asking questions in interviews and following up on responses given.
- Skill sifting, sorting and organizing materials obtained via interviews and documents.

Training in these skills can best be executed in small groups. It might be scheduled in August, September and October.

Some skills are typically employed only after the Jury has been at work for a few months:

- Determining the essential ideas and facts that will provide the content of a report.
- Organizing and/or Outlining those ideas and facts into a draft.
- Editing for substance, completeness, fairness and accuracy.
- Independent/critical reading of a draft prepared by others.
- Editing for style, syntax, grammar, punctuation etc

Training in these skills will be most useful when investigating teams or committees are about to begin (or have begun) work on reports, typically in October, November and December but for some committees or subcommittees as late as January or February.

## **Working Together**

Weekly the Grand Jury meets with the Foreperson presiding. More often we work on committees and/or in subcommittees conducting investigations and preparing reports. That requires teamwork and most of us can become better team players, if we receive training (or retraining) in how to work well with teammates. That training can begin in July and continue. We will not always (sometimes should not) agree on how to proceed, what certain evidence means, or what we suppose is really going on in a given case or with a fellow juror. We can disagree without being disagreeable. Work as a team.

## **Trainers**

Most likely members of the Jury (or former Grand Jurors) may provide much of the training, but writing teachers or editors could be engaged as needed. For training of this sort practice exercises could be used. For example, exercises in which jurors are given a page or two of documentary and interview material as asked to (1) test the material provided for probable validity, (2) determine what additional

material might be needed to complete an investigation of that topic, and (3) draft a short report based on the materials at hand.



# APPENDIX I – MEMO ON WILLFUL OR CORRUPT MISCONDUCT OF PUBLIC OFFICIALS

## COUNTY OF SAN LUIS OBISPO OFFICE MEMORANDUM

FROM: Office of the County Counsel

DATE: September 15, 2008

SUBJECT: Willful or Corrupt Misconduct of Public Officials  
Conflicts of Interest of Public Officials  
Grand Juror Confidentiality

### INTRODUCTION

In determining whether to initiate an investigation into the conduct of a Planning Commissioner, our office has been requested to provide legal guidance on several issues. You have asked us to provide you an opinion in response to three questions. Those questions are:

1. What constitutes “willful or corrupt misconduct” of a public officer pursuant to Penal Code section 9 19(c)?
2. What are the common law rules concerning conflict of interest for public officials?
3. Is it appropriate for the Grand Jury to interview a current member of the Grand Jury concerning a previous Grand Jury investigation in which the current grand juror participated as a member of the prior Grand Jury?

We are hopeful that the analysis set forth below adequately responds to these questions.

### DISCUSSION

1. **What constitutes “willful or corrupt misconduct” of a public officer pursuant to Penal Code section 919(c)?**

Penal Codes section 919(c) states that the “Grand Jury shall inquire into the willful or corrupt misconduct in office of public officers of every description within the county.” The process for bringing the results of a finding of “willful or corrupt misconduct” can be found in Government Code section 3060 which states:

An accusation in writing against any officer of a district, county, or city, including any member of the governing board or personnel commission of a school district or any humane officer, for willful or corrupt misconduct in office, may be presented by the Grand Jury of the county for or in which the officer accused is elected or appointed. An accusation may not be presented without the concurrence of at least 12 grand jurors, or at least eight grand jurors in a county in which the required number of members of the Grand Jury is 11.

Accordingly, the Grand Jury does have the authority to investigate for “willful or corrupt misconduct” of a public official and then may bring their findings, by way of an accusation, to the District Attorney (Gov. Code, § 3062).

The question posed by the Grand Jury relates to the definition of “willful or corrupt misconduct.” There is a long line of cases which attempt to define that term. For example, in *Steiner v. Superior Court* (1996) 50 Cal.App.4th 1771, the district attorney filed accusations under Government Code section 3060 seeking to unseat two county supervisors for failing to adequately supervise the county treasurer, who had made speculative high-stakes financial investments that had led the county to bankruptcy. The appellate court dismissed the accusations, finding that they failed to allege willful misconduct. The accusations cited numerous government codes which conferred duties upon the County Treasurer and others and conferred certain oversight authority on the Board of Supervisors. The Court found that something “more than neglect is necessary to constitute willful conduct.” (*Id.* at 1781.) The court found that although there maybe evidence that the accused failed to properly supervise or pay proper attention to the financial actions and records of the County Treasurer, such failure did not rise to the level of corrupt behavior.

The court cited other cases wherein there was a finding that the public official knowingly

violated a statute or ordinance, which was serious enough to rise to the level of willful or corrupt misconduct. As such, the *Steiner* case stated that, under Section 3060 of the Government Code, willful or corrupt misconduct will be reviewed by the following standard:

The procedure must be reserved for serious misconduct, such as that found in the cases we have reviewed, misconduct that involves criminal behavior or, at least, a *purposeful* failure to carry out mandatory duties of office. (*Id.* at 1782.)

Applying this standard to the present matter before the Grand Jury, the Grand Jury would have to determine, after an investigation, whether the Planning Commissioner in question engaged in either criminal misconduct or purposefully failed to carry out the mandatory duties of a planning commissioner.